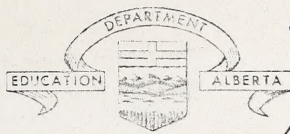


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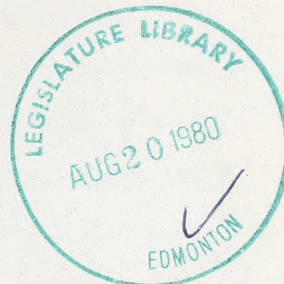
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Inquiry Into the Business and Affairs of
the Lamont School Division Number 1



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INQUIRY

INTO THE BUSINESS AND AFFAIRS OF THE

LAMONT SCHOOL DIVISION

NUMBER 18

1961

Respectfully submitted,

Ray G. Hagen
Investigating Committee

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Edmonton, Alberta
March 16, 1961

Honorable A. O. Aalborg
Minister of Education
Department of Education
Edmonton, Alberta

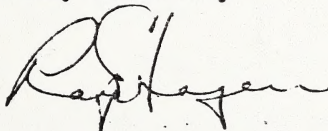
Honorable Sir:

I submit, herewith, for your consideration, the report on the Inquiry into the Business and Affairs of the Lamont School Division No. 18. This is in accordance with your direction, dated January 9, 1961.

In submitting the report the committee expresses sincere appreciation for the co-operation accorded me by those who made submissions, both verbal and written, and by all officials of the Lamont School Division. The committee is especially grateful to those members of the inside staff of the Department of Education who supplied pertinent documents and related information.

I wish to particularly express my sincere thanks to R.V. McCullough, A.B. (Stanford), Superintendent-at-large for the Department of Education for his very excellent co-operation and advice.

Respectfully submitted,



Ray G. Hagen
Investigating Committee

FOREWORD

Lamont School Division No. 18 Inquiry

In accordance with Ministerial Order of January 9, 1961 with reference to Inquiry into the business and affairs of the Lamont School Division No. 18, the Committee attended a hearing in connection with bus safety at Lamont and has conducted hearings in the villages of Chipman, Lamont and Andrew and in the town of Mundare. The Committee also held numerous conferences with individuals who supplied us with pertinent information concerning the investigation. A special meeting was held with the personnel of the Lamont School administration, all of whom held office during the period leading up to the request for this investigation. Special meetings were also held with the Secretary Treasurer and with existing as well as prospective bus operators.

The wide-spread concern of a substantial number of residents of the Division was evident in the large attendance and representations and submissions - verbal and written - which were presented at the hearings.

Lamont School Division No. 18 Inquiry

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Lamont School Division No. 18 Inquiry

Pertinent information acquired through the hearings and through the interviews with interested persons concerning activities within this school division are reviewed herewith:

Principalship of the Chipman School

The present principal of the Chipman school began his duties with the Lamont school division in a rural school. His rural school services appear to have been not entirely satisfactory. Complaints were presented of leaving his duties and closing the school earlier than the scheduled time. In spite of this he was transferred to the staff of the Chipman school in 1954 and was assigned grades five and six.

His promotion to the Chipman position was protested by a number of residents of the centralized district. The following year he moved up to grade seven and shortly thereafter became acting-vice-principal. In succeeding years he moved up through grades eight, nine and to high school teaching. Each successive promotion leading to the office of the principalship of this school in 1958 was not favored by a significant number of residents. Apparently some difficulty was experienced by the principal in establishing his role—particularly with regard to discipline and staff relationships.

Relations with the teaching staff members became sufficiently strained that the latter body voiced objections to the principal remaining in the position, in a submission to the superintendent.

Following the superintendent's appraisal of the situation, the division board gave notice of dismissal to the principal. As is customary in such cases, the matter was referred by the principal

Particular attention is given to the hearing and through the interview with interested persons concerning activities within this school division are reviewed carefully.

Legislative Assembly of the Province of Alberta

The present principal of the Division is Mr. J. H. H. H.

with the present school division in a rural school. His first school division appears to have been not entirely satisfactory.

Questions were presented of leaving the duties and clerical the school division that the present time. In order of this he was transferred to the staff of the Division in 1915 and was

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year he moved to the Division and shortly thereafter became principal of the Division. In 1915 he was moved to the Division and was transferred to the staff of the Division in 1915 and was

was not favored by a significant number of residents. However, some difficulty was experienced by the principal in establishing the

relationship with regard to the Division and the relationship

Relationship with the teaching staff members between the principal

stated that the latter body raised objections to the principal remaining in the position, in a connection to the superintendent.

Following the superintendent's approval of the situation

the division board was asked to transfer to the principal, in

is contrary to such cases, the matter was referred to the principal

Lamont School Division No. 18 Inquiry

to the Alberta Teachers' Association. This body, after due consideration, requested the division board to reinstate the principal of Chipman. The request was based on the fact that he had only served for one year as principal, and that he should be given additional time in which to prove his ability.

The board acted on this request and moved:

"That Harry Shavchook be reinstated as principal of Chipman school with a severe warning that he must improve relations with the staff, develop better harmony in the school, and reduce the severity of his relationship within the school." Accordingly, Mr. Shavchook resumed his duties in the Chipman school.

Opposition to the principal continued to increase during the ensuing school year and led to a presentation by the five members of the local centralized school board to the divisional board on May 4, 1960, which gave an account of complaints they had received against Harry Shavchook, principal of their school. They asked the board to terminate his designation as principal, effective at the end of the present school year, and transfer him to some other school. This action was endorsed by the superintendent of the division who recommended termination of designation and transfer to a new teaching assignment in the division.

Presented to the divisional board at this same meeting was a petition from a number of residents expressing confidence in the principal and endorsing his retention.

After a lengthy debate, the board was to investigate the situation and deal with it at the next meeting. Mr. George Starko, the representative of the centralized board, was requested to attend

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this meeting which was held on June 8, 1960. A second petition in support of the principal, and signed by a few names, was presented the board at this meeting. Mr. Shavchook was given an opportunity to present his case to the divisional board.

After some deliberation the Division Board decided to shelve the request of the centralized board, but no motion was made.

Although it is to be expected that each board member shall exercise his best judgment in making decisions, it has been admitted by the board, that the decision in this instance was based solely on the recommendation of the trustee of the sub-division in which the Chipman school is situated. This recommendation made by Mr. Harry Sharun, then chairman of the board, as stated by Mr. Sharun, was influenced by a petition signed by a number of ratepayers.

The representative of the centralized board was then advised that he might communicate further with his sub-divisional trustee concerning any further development on his board's request.

To gain this information Mr. Starke attended the June 13 board meeting at which time he requested the divisional board to terminate the principalship of Mr. Shavchook and place him in charge of a lower grade during the next school year. He asserted he was impolitely treated and told that the question at issue was of no concern to the centralized board. No action was taken by the divisional board.

Following the failure of the divisional board to take action, the teaching staff of the Chipman school presented their problem

Lamont School Division No. 18 Inquiry

to the Executive Council of the A.T.A., who conducted a complete investigation of professional relations of the staff.

In a letter dated July 14th, 1960, the findings of this investigation were crystallized in a submission to the board of the Lamont school division through the secretary of the division.

This submission strongly inferred that the teachers' dissatisfaction was well founded and that this dissatisfaction appeared to be caused by ineffective administration, poor discipline, and bad staff relationships of the principal.

The table officers of the A.T.A. recommended that the situation in the Chipman school be re-examined by the board of trustees of the division.

Following receipt of the above-mentioned letter, the secretary mailed forthwith a copy to each board member.

However, no member of the board exercised his responsibility in making overtures for a special meeting. At the next regular meeting of the board the secretary read the A.T.A. letter to the board. However, no action was taken and no motion passed.

At the August 22nd meeting of the board, the secretary indicated the necessity of dealing with this letter and the problem involved. It was his unofficial opinion that the board should take some action. In spite of the leadership shown by the secretary, the divisional board members neglected to assume their responsibilities and no board member was willing to make a motion. This practice scarcely meets the expectations involved in the office of trusteeship and this committee is of the opinion that the board members were lax in

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delaying attention to a matter of such importance. It appears that some board members either fail to gain full understanding of a situation or are unwilling to accept the responsibilities attendant upon the office of trusteeship.

The board of the school division has followed the plan of awarding all of its insurance by tender. In each case the lowest tender has gained the award. Tenders are usually presented through a broker who has working arrangements with agents in local communities and who acts on their behalf as well as on behalf of the insurance companies.

Following the gaining of the award, the broker allocates portions of the insurance to the various companies for which he is agent. He then states the distribution of the total premiums involved in a submission to the local agents and to the divisional board. The divisional board determines the final distribution of these premiums to the local agents,

Competition has become noticeably more keen since the entry into this field of an agent, who is also the Principal of the Chipman school. His activities in writing insurance for the Lamont school division began as early as 1956. Apparently neither the members of the Divisional Board nor Mr. Shavchook are aware of the probable illegality of this practice according to sections 196 and 197 of The School Act. These sections of the Act are quoted herewith:

"196 (1) No secretary-treasurer or other employee of the board of a district or division either in his own name or in the name of another, alone or jointly with another, shall enter into a contract, other than a contract of employment, with the board by which he is employed or with any person contracting with the board, if he has a pecuniary interest in such contract.

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" (2) A contract entered into contrary to the provisions of subsection (1) is void (R.S.A. 1955, c.297, s.196)

"197 Nothing in section 196 prevents a secretary-treasurer or other employee

(a) from entering into a contract with the board or with a person contracting with the board,

(i) for services to be performed by the secretary-treasurer or other employee, or

(ii) for the sale in the ordinary course of business of the secretary-treasurer or other employee of goods and merchandise,

or

(b) from receiving payment for such services or goods and merchandise at the current price to an amount not in excess of one hundred and fifty dollars in any one year. (R.S.A. 1955, c.297, s.197)"

A low tender should not be permitted by the board to influence it to become a party to a practice which contravenes the School Act.

The committee recommends that the Board of the Lamont school division re-examine its present position with respect to its insurance contracts.

The Principal of the Chipman school might be well advised to examine the ethics involved, as a teacher under contract, in writing insurance for his employer.

The committee has carefully analysed all information presented and the factors affecting the retention of Mr. Shavchook as Principal of the Chipman school, as follows:

(1) Objections raised by parents of students attending this school.

(2) Representations made by the Board members of the centralized district of Chipman.

(3) Representations made by the staff members of the Chipman school.

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- (4) Recommendations made by the Alberta Teachers' Association
- (5) Recommendations of the Superintendent of the Lamont School Division and, finally,
- (6) The unfavorable position as principal presented by the selling of insurance to his employer-- the school division.

In support of Mr. Shavchook were the two petitions presented to the Divisional Board and the verbal personal support of the sub-divisional trustee.

No resolutions were made by the board concerning this office, during the entire deliberations from May to August of 1960.

The conclusions weigh heavily in favor of the following recommendation.

The Committee recommends that the present principal of the Chipman school be replaced as early as possible.

School Bus Activities

School motor bus operations were initiated in the Lamont School Division in September 1949. Tenders were called for bus routes and contracts were issued to the successful bidders.

This practice continued for the awarding of each new bus contract until January 1, 1957, when a schedule of mileage rates for school buses was established. However, there is no evidence that any transfer by the board of a route was done by tender, nor is there any evidence that following the establishment of a bus schedule, applications for a route were received by the board as a result of advertise-

Lamont School Division No. 18 Inquiry

ment of an available route. Any bus operator who wished to discontinue providing the bus service was permitted by the board to bring in a prospective purchaser of his bus and route for approval by the board. The board admitted that, with one exception, every case presented was approved. One board member gave it as his opinion that the bus operator had a right to dispose of a package deal of the bus and route and all board members accepted this as the common procedure to follow. In fact, it appears that the secretary and superintendent were much of the same opinion.

Two briefs submitted by the Lamont Centralization Annual Meeting of Ratepayers and the Lamont Centralization Home and School Association which protest this procedure are reported, verbatim below:

"Recommendation from the Lamont Centralization Annual School Meeting of Ratepayers

"It was recommended that when a bus owner seeks termination of his contract, the division will publish notices asking for applications for the route. The division would study the applications and award the contract.

"It was the opinion of the meeting that too often bus owners have terminated their contracts by selling their buses and routes to new owners at a profit. The ratepayers claimed that such owners do not have the routes or contracts to sell to anyone. They feel the route and the right to award it by contract is the right of the school division and that routes and contracts are given to bus operators or owners at no cost to them and should revert back to the school division for re-issue.

Submitted by
(Signed)
Maxwell Hackett
Secretary of Lamont Local School Board."

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"Recommendations from the Lamont Centralization Home
and School Association to the Committee

"We the Members of Lamont Centralization Home and School
Association of Lamont recommend that the Department of
Education investigate in the Lamont School Division the
selling of school buses and routes and if routes are be-
ing sold over and above the current value of the bus that
the money derived from such sales be immediately refunded
to the purchaser of the bus.

Submitted by Lamont Centralization
Home and School Association
(signed)
Maxwell Hackett
President."

A recent bus transaction in this school division illustrates
quite clearly why numerous complaints have been made by residents
concerning the method of disposal of buses and routes.

At a gathering of divisional board members, which was not a
legal meeting, and for which no minutes were recorded, it was
decided to arrange for a new operator of a certain bus route. A
committee of two board members was directed to make the necessary
arrangements.

A number of residents who are qualified to operate a bus
anticipated the change and were awaiting some announcement. How-
ever, no notice was given by the school division that this route
was available for application.

One interested party made formal application to the board and
received sufficient encouragement that he procured his A license in
readiness. However, securing the route proved to be dependent upon
his purchasing of the bus from the former operator. A used bus was
first offered. The price of this bus (valued at \$2,700) and the
route was placed at \$10,000. Obviously the interested purchaser
was not prepared to pay such an exorbitant price. He did offer to

provide a new bus if he was awarded the route.

Manipulation resulted in another applicant gaining the route along with a new bus at \$11,500. One of the two committee members had the final word with the successful applicant and apparently made the award without gaining agreement of the other committee member. The new operator proceeded to operate his new route some two weeks prior to approval by the divisional board of the awarding of the route.

The second member of the negotiating committee did not agree with the actions of the first member and opposed the motion which made the award. One other board member also dissented on this vote.

A tie vote by a board results in the motion being lost. In this instance one dissenting member of the two man committee did not prevent action being taken by one board member; viz. the other committee member—which committed the board to a belated endorsement of the transfer of the bus route.

Another instance of faulty practices followed by the board whereby one board member has committed the board without proper authority is illustrated by the following excerpt

Excerpt from May 4, 1960 minutes:

"Henry J. Moroziuk informed the Board that he had purchased the school bus serving Svit-Hilliard to Mundare route from Walter Trohimchuk, and he asked to have the contract transferred to him. Letter from Trohimchuk confirmed.

"Motion Chmilar that the contract in respect to Svit-Hilliard to Mundare bus route be transferred from Walter Trohimchuk to Henry J. Moroziuk effective April 25/60."

The Committee conferred with individual bus operators and bus drivers at Lamont on March 1, for the purpose of securing accurate

Lamont School Division No. 18 Inquiry

information concerning sales of buses and routes. A few of the transactions are listed to further illustrate the causes for complaints referred to above:

A 48 passenger 1955 bus (valued at \$7,800.new) was sold in 1958 at \$9,000.

Depreciated value of bus, as calculated by bus dealers' formula \$3,900.

Excess of selling price over actual value = \$9,000

i.e. the selling price of the route was $\begin{array}{r} 3,900 \\ \hline \$5,100 \end{array}$

A 36 passenger bus valued at \$7,000 new sold in 1959 along with the route at \$7,000. Using the same method of calculating we find the actual value of the bus in 1959 to be \$2,800. The bus route sold in this case at \$4,200.

A bus operator purchased a 10 year old bus in 1960 at a stated price of \$6,000. The documents covering the agreement for sale listed \$4,800 as the value of the bus and \$1,200 as the amount for purchase of rights and benefits.

Another operator purchased two six-year old buses—36 passenger and 46 passenger respectively—along with a house, lot and garage at \$24,000. The value of the two buses was asserted to have been \$10,000. Calculating depreciation as in previous method would indicate that a figure in excess of \$7,000. had been paid for the two routes.

As in the above illustrations every single bus transaction examined showed a substantial payment for the route.

This information supports the claim made by the centralization organization at Lamont and other individuals who gave testimony at the hearings. It appears beyond reasonable doubt that bus routes are sold by operators at exorbitant prices resulting in tremendous profits to someone—probably the seller of the bus and route.

One might conclude that bus operators pay excessive prices for the bus route because of a favorable bus contract and a favorable mileage rate for service rendered. It is obvious that if the rate is adequate to the new operator purchasing the route, then the rate must have been excessive for the operator who was not required to

Lamont School Division No. 18 Inquiry

purchase a route.

One might also conclude that if the present schedule is required to cover costs of the operators who did not purchase routes, then those operators who have purchased their routes must face eventual insolvency. In either case, the committee considers it the responsibility of the board to see that fair and equitable bus rates are established.

The committee also feels that it is the board's responsibility to take the necessary steps to prevent profiteering on the transfer or disposal of the bus routes.

The committee recommends that regulations be developed which will prevent the recurrence of the sale of bus routes.

To overcome this problem it would be necessary for the divisional board to (1) insist on calling for applications to assume the bus operation on a route when existing contract has been, or is in the process of being, terminated, and (2) to agree to purchase the school bus from the previous operator at an equitably depreciated price—such value to be established by a qualified appraiser.

While the owner of the bus would not be required to sell to the school division, he could not dispose of the bus at an inflated price to a prospective purchaser because he could not guarantee the awarding of the contract for the route. It might be noted that bus mileage rates include bus depreciation.

Should examination of the bus schedule show mileage rates to be excessive, this would increase costs to ratepayers and in turn to the government through the grants paid the board.

The committee recommends that the Department of Education con-

Lamont School Division No. 18 Inquiry

duct a study of costs and mileage rates for the operation of school buses. The results of such a study would aid the divisional board in making intelligent decisions with respect to contractual arrangement for busing the pupils of the division.

In 1960 forty motor buses transported 1741 pupils at a cost of \$184,527. Total miles travelled each day by the buses was 2,944.

Bus rates were increased in 1960 to take care of extension of routes to provide gate service for all students who must walk more than two-tenths of a mile to catch the bus. The present schedule of bus rates is attached to this report as Appendix A.

It is just possible that the study of bus rates would indicate the advantages of this school division owning a larger portion of the fleet of buses.

Operators of fleets of buses consider it economically advantageous to retain a spare bus for each 12 buses in operation. Since no single operator owns a sufficient number of buses to warrant the provision of a spare bus, it is impossible to meet emergency situations in this division.

Under these circumstances the committee recommends that the school division should retain an extra bus as a safeguard for meeting any possible emergency.

A number of representations were made at the hearings concerning the routing of school buses. One grievance referred to failure of the bus to pick up students at the farm gate despite the fact that the students in question qualified under the recent gate

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service policy adopted by the divisional board. A second complaint objected to students who live a short distance from the school center being picked up first in the morning and being debused last because of reversing the route at night.

There is considerable doubt that the divisional board has accepted its responsibilities to insure standards of safety of school bus operation.

The board may have assumed that the contracts with bus operators lessen its own responsibilities for some aspects of safety. However, the committee emphasizes that such matters as the improvement of dangerous road sections, the mechanical conditions of the school bus and the qualifications and conduct of the bus drivers must still be the concern of the divisional board.

The committee recommends that the Board of the Lamont School Division No. 18 re-examine its practices in the supervision of school bus operations.

In view of the many problems and complaints in this school division concerning school bus operation, the committee recommends that a well qualified person be appointed by the division as a supervisor of all aspects of bus operation. The committee concedes that it is not possible for the trustees, the secretary or the superintendent to give detailed attention to these matters.

The committee is also somewhat concerned with some of the terms of the existing bus contract presently in force in the Lamont school division. The following should be carefully examined. Subsections of paragraph 10 of the contract are quoted:

Lamont School Division No. 18 Inquiry

4. That if the Party of the Second Part is dissatisfied with the services of the Party of the First Part, or that the Party of the First Part wishes to break this Agreement, the same may be terminated by either party upon thirty days' notice in writing being given:

6. That in case of death of the Party of the First Part and providing the beneficiary does not wish to carry on with the Agreement, the Party of the Second Part shall transfer this Agreement to person or persons agreeing to purchase the bus of the deceased at the price set by the Board of Arbitration.

7. That the Party of the First Part HEREBY COVENANTS AND AGREES that in the event the said schedule of rates is revised by the Board, at any time in the future, with the approval and consent of the majority of the members of the Lamont School Division Bus Drivers' Association, that he will abide by such revision and will accept his remuneration for his services accordingly.

Party of the First Part - The School Bus Operator

Party of the Second Part - the Board of the Lamont School
Division No. 18,
Province of Alberta

The committee submits that the above sections favor the position of Bus Operators and limit the authority of the board in connection with bus operation.

The committee recommends that the existing school bus contract be reviewed and revised to establish equitable terms between the contracting parties.

Administrative Officials

On February 22, the committee met the board members who were in office during the period of time leading up to the investigation request. Also attending this meeting were the superintendent and the secretary.

The purpose of this special meeting was:

1. To ask questions concerning the presentations which has been made at various hearings.

Lamont School Division No. 18 Inquiry

2. To listen to any representations these officials might wish to make.
3. To present some of the major findings of the committee to the board for comments.
4. To observe relations existing among the divisional administrative officials during actual session of the board.

The Superintendent

The committee was impressed with the sincerity and integrity of the superintendent. It is apparent that he has been conducting his duties in a straightforward and creditable manner. He has responded freely when his advice was sought. However, recommendations made to the board are often disregarded mainly because of lack of board understanding of what should constitute proper practice.

The Secretary

The secretary is capable in developing and maintaining the records of the division. Any material or information called for was readily and courteously supplied. Having gained through considerable experience a thorough understanding of school division operation, it is not surprising that the board should lean heavily on their secretary for advice. However, care should be exercised that the recommendations of the secretary should be taken by the board for consideration only, and not accepted as a conclusion for motion. Nevertheless any leadership given by the secretary or superintendent merits consideration by the board, and a decision by way of a motion for action or deferral.

Lamont School Division No. 18 Inquiry

The committee is aware of a strong feeling expressed in the annual meeting calling for the replacement of the secretary. We have found no evidence or grounds to warrant such action being taken. The committee is of the opinion that the secretary is performing a superior service in the face of tremendous difficulties.

The committee recommends that the secretary be retained in his present position.

The Board Members

The board members were most courteous in answering questions and in providing pertinent information. This co-operation is much appreciated. The committee was impressed with the apparent desire of the board members to learn of any significant improvement they might make in exercising the office of trustees.

Nevertheless, the committee deems it advisable to mention that the practice of permitting a board member to exert independent autonomy over the affairs of a subdivision and to support his motions without full understanding of the situation is a basic reason for the discontent exhibited toward the administration in this school division. Board members must realize that a motion passed by the board becomes the responsibility of the whole board, and under no circumstances may one board member be expected to take the sole responsibility for an action by the board.

The committee recommends that the board of the Lamont school division examine its procedures and practices with a view to establishing collective responsibility by the board as opposed to sub-divisional autonomy.

Lamont School Division No. 18 Inquiry

The action of a board member in authorizing payment by the division to a second party for service performed for the division by the board member, aroused serious objections in presentations made at the hearings in Lamont and Andrew. The fact that a small amount of money was involved does not excuse the practice nor those responsible for the action. The committee commends the act of the secretary of the division in recovering the irregular payment as soon as the error in payment was discovered.

All matters coming before the board merit careful consideration and decision. An explanatory legend covering the discussion by the board does not substitute for a motion.

This incident and the numerous other faulty practices in administration convinces this committee that some action is urgently required to assure the development of stable administration in this division.

The committee recommends that the Department of Education institute, for a time, close supervision of the meetings and business of the board in order to assist in the establishment of improved business and administrative practices.

The committee is aware of a serious wastage of time by the board of the division in transacting its business. An illustration of this was the necessity to hold five meetings in order to pass the 1960 budget. Disagreement to the point of animosity is not uncommon—a situation which has existed for some time. These occurrences not only retard progress in the meetings but present an unsatisfactory working environment.

Lamont School Division No. 18 Inquiry

The committee recommends that the board members make every reasonable attempt to reconcile their differences and to make positive steps toward realistic administration.

However, should present tendencies continue, the committee recommends that serious consideration be given by the School Division, the Municipal District of Lamont, and Departments of Education and Municipal Affairs to the formation of a county for this area.

LAMONT SCHOOL DIVISION

NUMBER 18

Inquiry into the business and affairs

RECOMMENDATIONS

Page

1. The Inquiry Committee Recommends that:

The Board of the Lamont school division re-examine its present position with respect to its insurance contracts. 7

2. The Committee Recommends that:

The present principal of the Chipman Centralized School be replaced as early as possible. 8

3. The Committee Recommends that:

(a) Regulations be developed which will prevent the recurrence of the sale of bus routes. 13

(b) The Department of Education conduct a study of costs and mileage rates for the operation of school buses. 13

(c) The school division should retain an extra bus as a safeguard for meeting any possible emergency. 14

(d) The Board of the Lamont School Division No. 18 re-examine its practices in the supervision of school bus operations. 15

(e) A well qualified person be appointed by the School Division as a supervisor of all aspects of school bus operation. 15

(f) The existing school bus contract be reviewed and revised to establish equitable terms between the contracting parties. 16

4. The Committee Recommends that:

(a) The secretary be retained in his present position. 18

(b) The board of the Lamont school division examine its procedures and practices with a view to establishing collective responsibility by the board as opposed to sub-divisional autonomy. 19

(c) The Department of Education institute, for a time, close supervision of the meetings and business of the board in order to assist in the establishment of improved business and administrative practices. 19

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- | | Page |
|---|------|
| (d) The board members make every reasonable attempt to reconcile their differences and to make positive steps toward realistic administration. | 20 |
| (e) Should present tendencies continue, serious consideration be given by the School Division, the Municipal District of Lamont, and Departments of Education and Municipal Affairs to the formation of a county for this area. | 20 |

Appendix A

Lamont School Division No. 18

Schedule of school bus rates
1961Buses: 54 Passenger and Over

Up to 30 miles (Minimum)	56¢	\$16.80
next 10 miles	35¢	20.30
next 10 miles	20¢	22.30
next 10 miles and over	15¢	23.80

Buses: 48 Passenger and Over

Up to 30 miles (Minimum)	53¢	15.90
next 10 miles	35¢	19.40
next 10 miles	20¢	21.40
next 10 miles and over	15¢	22.90

Buses: 40 Passengers and Over

Up to 30 miles (Minimum)	48¢	14.40
Next 10 miles	30¢	17.40
Next 10 miles	20¢	19.40
Next 10 miles and over	15¢	20.90

Buses: 31 to 38 Passengers

Up to 30 miles (Minimum)	45¢	13.50
Next 10 miles	28¢	16.30
Next 10 miles	15¢	17.80
Next 10 miles and over	15¢	19.30

Buses: 21 to 30 Passengers

Up to 10 miles (Minimum)	61¢	6.10
Next 10 miles	50¢	11.10
Next 10 miles	40¢	15.10
Next 10 miles and over	15¢	16.60

Panel: Up to 20 Passengers

Up to 10 miles (Minimum)	56¢	5.60
Next 10 miles	40¢	9.60
Next 10 miles	25¢	12.10
Next 10 miles and over	15¢	13.60

1. For each and every day on which school is closed on account of an epidemic in the district, road bans, teachers' convention or institute and holidays declared by the school board, the remuneration for such days shall be 40% of the regular daily rate.
2. For non-operation because of road conditions, minimum daily rate shall apply and the number of days in each month shall not exceed two. (These may not be accumulated.)

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3. For over mileage on any operating day due to detours the rate shall be 10¢ per mile. In case of under mileage on any operating day because of road conditions, schedule rate shall apply, providing the operator makes a reasonable attempt to travel his route.
4. Where pupils are debussed at more than one centralized point and the number of pupils carried exceeds the load tolerance allowed by the Highway Traffic Board, and where the school board concurs, an additional amount of \$3.50 per day shall be allowed.
5. Each bus operator shall submit an account on a monthly report form showing detailed operation, that is, actual miles travelled on the morning and afternoon trip of each day. Where such mileage varied from the mileage of the regular route, the date, particulars and reasons for each variation in mileage are to be shown on the reverse side of the report form.

The drivers of the two divisionally owned buses are paid at the rate of \$5.00 and \$4.50 per day.

